



YEAR-END PROGRESS REPORT

ON

2020 DELIVERABLES

STRATEGIC PLAN

2020 – 2025

January 31, 2021

CARE to Connect – CO-DESIGN THE FUTURE OF HEALTH AT HOME

5-Year Strategic Priorities:

- Amplify the voice of VHA as a thought leader and influencer in home care
- Drive reimagined integrated care delivery systems by leveraging our role as a trusted partner and expert in homecare and amplifying the voices of our clients, families, and the expertise of our team and partners
- Build strategic alliances to create an expanded array of innovative, high quality, home-based health and support services that enable clients to stay healthy at home
- Lead home care and system solutions through research to support health and wellness of clients, families and staff
- Enhance health outcomes by fostering the clinical competence and expertise of our teams in the areas of mental health and chronic disease self-management
- Enable VHA to thrive and grow by focusing on achieving better health outcomes and client and staff/provider experience, while managing costs and improving efficiencies

		Year-End Outcome
Year 1 Deliverables (2020)	• Create a VHA thought leadership strategy and implement year one objectives	✓
	• Continue to actively lead and/or participate in the formation of Ontario Health Teams	✓
	• Partner with hospitals implementing bundled care pathways, Alternate Level of Care/Emergency Department diversion, and surge response delivery mode	✓
	• Build strategic alliances and staff competencies to deliver services/supports in the area of chronic disease self management	✓
	• Expand our research initiatives	✓
	• Develop a strategy to enhance clinical competence of our teams in the area of mental health	✓
	• Grow our overall revenue and respond to emerging Requests for Proposals and/or new service opportunities	✓

HIGHLIGHTS OF RESULTS ACHIEVED

CREATE A VHA THOUGHT LEADERSHIP STRATEGY AND IMPLEMENT YEAR ONE OBJECTIVES Significant progress was made to position thought leadership as a shared goal across the organization with many story opportunities elicited, articles placed and media coverage secured that highlighted key activities/issues in home and community care and the role VHA plays. VHA’s digital presence was enhanced with the launch of our redesigned website and a notable increase in our social media activity and engagement. Conference opportunities were limited in 2020 due to COVID-19, but we participated in select on-line events and are ramping up efforts for 2021.

CONTINUE TO ACTIVELY LEAD AND/OR PARTICIPATE IN THE FORMATION OF ONTARIO HEALTH TEAMS Throughout the year VHA continued to be an active member at many OHT tables. We are involved in 12 approved OHTs and lead/co-chair several committees and initiatives within these OHTs. In addition, we are more peripherally connected to an additional 3 OHTs on an as needed/requested basis.

LEGEND: ✓ Achieved; P✓ Partially Achieved; ➤ Carried over to 2021

PARTNER WITH HOSPITALS IMPLEMENTING BUNDLED CARE PATHWAYS, ALC/ED DIVERSION, AND SURGE RESPONSE DELIVERY MODE In 2019, VHA was involved in 6 programs with hospital partners and involved in developing bundled care pathways in collaboration with others. In 2020, bundled pathway work was put on hold due to COVID-19, however, hospital partner involvement expanded to 14 programs. All programs included front line provider input into program/pathway design and postlaunch feedback.

BUILD STRATEGIC ALLIANCES AND STAFF COMPETENCIES TO DELIVER SERVICES/SUPPORTS IN THE AREA OF CHRONIC DISEASE SELF MANAGEMENT VHA continued to build strategic alliances with our partners to offer chronic disease self-management (CDSM) education. This included working with the LHINs to provide the 'Choices and Changes' program, supporting nursing and rehab clinicians to co-create client-led goals for CDSM, and offering a Capacity Builders-facilitated education program (an Ontario Community Support Association service) for supporting clients with various injuries and chronic diseases. CDSM was incorporated into the Initial Client Assessment in VHA's electronic medical record to facilitate discussion/dialogue between provider and client for nursing and rehab with appropriate training and resources. A CDSM Steering Committee was created including VHA client partners, which supported the development of a CDSM resources section on VHA's external website. This work all contributed to VHA adopting the Registered Nurses Association of Ontario Best Practice Guideline for CDSM.

EXPAND OUR RESEARCH INITIATIVES VHA Research actively participated in 31 research studies, initiated 5 COVID-specific research studies, published 4 manuscripts and supported 30 academic trainees. We launched the inaugural Champions of Change Fellowship program that is an integrated PSW/Nursing curriculum model as part of our Research Vision 2025. As well, Research Vision 2025 has been clearly defined and shared on the newly updated external VHA website.

DEVELOP A STRATEGY TO ENHANCE CLINICAL COMPETENCE OF OUR TEAMS IN THE AREA OF MENTAL HEALTH The strategy leverages both internal and external resources for education. Internal education offered to PSWs included training for Dementia & Depression as well as responsive behaviours. Externally, a robust education plan was offered through Capacity Builders that covered a broad range of mental health topics. Approximately 140 personal support workers were trained over 389 hours. A mental health educational program was designed and launched for nurses and rehab providers. The initial client assessment tool in our electronic medical record was revised to improve the predictive ability of the depression screening tool. VHA's mental health education efforts will continue into 2021 to identify new opportunities and build upon the previous year's activities.

GROW OUR OVERALL REVENUE AND RESPOND TO EMERGING REQUESTS FOR PROPOSALS AND/OR NEW SERVICE OPPORTUNITIES LHIN service revenue understandably declined overall by 2% in 2020 due to COVID-19, but our overall revenue increased by 2%. This was driven by an increase in private services, significant integrated care opportunities, community support revenue from multiple sources, and funding from the government's Canada Emergency Wage Subsidy (CEWS) program. VHA was also part of 7 High Intensity Service at Home expressions of interest, all of which were successful with service to be delivered from December 2020 to March 2021.

CARE to Create – TRANSFORM SERVICE EXPERIENCES AND CLIENT CARE/OUTCOMES

5-Year Strategic Priorities:

- Simplify the coordination, communication and delivery of VHA services
- Implement digital health tools to support virtual, in-person and self-managed care, providing the most efficient, cost effective, quality care 24/7
- Generate, access and use data intelligence to make informed decisions and share our information with system partners to improve client/caregiver experience and the healthcare system as a whole
- Develop and deliver leading practices in quality team-based clinical care

		Year-End Outcome
Year 1 Deliverables (2020)	• Undertake a quality improvement initiative to assess and reimagine the roles and functions of our Customer Service Centre (CSC) in collaboration with CSC team members, other departments, clients and caregivers	P✓
	• Improve communication within the CSC and between the CSC and field staff	✓
	• Find sustainable ways to collect information from clients on preferred method of communication and permission to contact	✓
	• Implement tools that allow for sharing information with clients and other health care partners such as MyChart (patient portal) and Connected Care Ontario	P✓
	• Test virtual care for clients and virtual clinical supports for providers	✓
	• Leverage full data sets from our electronic medical record for automated chart audits	✓
	• Extend access to business intelligence tools to leaders across the organization	✓
	• Achieve exemplary accreditation status	✓
	• Plan, implement and measure quality improvement initiatives to ensure high quality medication safety practices in personal support services	✓
• Participate in the integrated Best Practice Spotlight Organization initiative with the East Toronto Ontario Health Team (and others if applicable) and implement year 1 deliverables	✓	

HIGHLIGHTS OF RESULTS ACHIEVED

UNDERTAKE A QUALITY IMPROVEMENT INITIATIVE TO ASSESS AND REIMAGINE THE ROLES AND FUNCTIONS OF OUR CUSTOMER SERVICE CENTRE (CSC) IN COLLABORATION WITH CSC TEAM MEMBERS, OTHER DEPARTMENTS, CLIENTS AND CAREGIVERS	Much progress was made in reimaging the CSC including the development of a new organizational structure with new roles and responsibilities based on focus group discussions with over 70 participants. Implementation is targeted for June 2021.
IMPROVE COMMUNICATION WITHIN THE CSC AND BETWEEN THE CSC AND FIELD STAFF	New digital tools went live in the CSC in August 2020. Successful pilot projects with mobile messaging were also delivered. In 2021, mobile notifications/messaging functionality in our client relationship management platform will be expanded and Microsoft Teams will be enabled for all field staff.
FIND SUSTAINABLE WAYS TO COLLECT INFORMATION FROM CLIENTS ON PREFERRED METHOD OF COMMUNICATION AND PERMISSION TO CONTACT	A new system to collect and update enhanced client contact details was successfully developed and implemented. Enhancements to our client relationship management platform, our electronic medical record and the PS mobile platform were created to support communication and are now in active use.
IMPLEMENT TOOLS THAT ALLOW FOR SHARING INFORMATION WITH CLIENTS AND OTHER HEALTH CARE PARTNERS SUCH AS MYCHART (PATIENT PORTAL) AND CONNECTED CARE ONTARIO	MyChart - Planning for the implementation of the MyChart system, including engagement with partners, clients and VHA staff has been completed. Technical planning with the MyChart team and VHA application vendors has also been completed. The implementation of MyChart was

LEGEND: ✓ Achieved; P✓ Partially Achieved; ➤ Carried over to 2021

delayed due to the availability of internal and external resources and competing priorities related to the pandemic. **Connecting Ontario** - Access to Connecting Ontario was put on hold due to the pandemic. This will remain on our roadmap for 2021 to prioritize the roll-out of the provincial clinical viewer to the home and community care sector, pending direction from Ontario Health.

EXPERIMENT WITH VIRTUAL CARE FOR CLIENTS AND VIRTUAL CLINICAL SUPPORTS FOR PROVIDERS Virtual care utilization at VHA (telephone and video visits) increased dramatically since the start of the pandemic, with thousands of virtual visits delivered every month across rehab, community support and nursing services. Client and provider satisfaction results have been very positive due to the extraordinary efforts of our dedicated change champions and a 'Volunteer Peer Mentoring Support' program. This program is novel in Ontario and uses volunteers to provide live virtual care end-user support to VHA clients and staff. VHA also developed several innovative virtual care pilot projects, including nursing practice point-of-care consultations for clinical support (set to launch in early 2021), virtual visits to build rehab capacity across regions, and virtual care pilot projects in partnership with Ontario Health Team partners.

LEVERAGE FULL DATA SETS FROM OUR ELECTRONIC MEDICAL RECORD FOR AUTOMATED CHART AUDITS A framework and process has been created that allows for chart audit data to be pulled from the full electronic data sets for nursing. This framework can be applied to rehab provider documentation as well to allow for automated rehab chart audits in the future. Streamlined chart audit data processes were finalized and validated.

EXTEND ACCESS TO BUSINESS INTELLIGENCE TOOLS TO LEADERS ACROSS THE ORGANIZATION VHA has established an analytics program and the required Business Intelligence (BI) infrastructure as the foundation for a more data driven organization. Our BI roadmap will rapidly expand the availability, utilization, and maturity of analytics tools at VHA while also addressing privacy/security, processes and priorities through our data governance plan.

ACHIEVE EXEMPLARY ACCREDITATION STATUS VHA had a very successful survey, held November 16-18, 2020. VHA was accredited with Exemplary Standing and met 629/634 (99.2%) applicable standards, including 100% of critical Required Organizational Practices (ROPs).

PLAN, IMPLEMENT AND MEASURE QUALITY IMPROVEMENT INITIATIVES TO ENSURE HIGH QUALITY MEDICATION SAFETY PRACTICES IN PERSONAL SUPPORT SERVICES The medication reconciliation best practice initiative in our personal support program has been implemented and evaluated, and includes recommendations for roll-out across remaining teams in 2021.

PARTICIPATE IN INTEGRATED BEST PRACTICE SPOTLIGHT ORGANIZATION INITIATIVE IN THE EAST TORONTO ONTARIO HEALTH TEAM (AND OTHERS IF APPLICABLE) AND IMPLEMENT YEAR 1 DELIVERABLES VHA participated and demonstrated a leadership role in the East Toronto Health Partners BPSO initiative. Year 1 deliverables have been met including the development of a Person and Family Centred Care eModule, co-created by VHA and partner organizations. Rollout of the eModule will take place in early 2021.

LEGEND: ✓ Achieved; P✓ Partially Achieved; ➤ Carried over to 2021

CARE to Inspire – ATTRACT AND RETAIN TOP TALENT AND BOOST TEAM PERFORMANCE

5-Year Strategic Priorities:

- Grow VHA’s profile as an inspiring place to work where excellence and continuous learning is valued, recognized, and supported
- Build our workforce planning and capacity to meet the service needs of our clients
- Maximize the full potential of staff and service providers, actively support job satisfaction, work life balance, meaningful rewards/recognition, career growth, and professional development
- Augment our team with a vibrant cadre of volunteers that offer personal touch points and services

Year-End Outcome

Year 1 Deliverables (2020)	• Develop and launch employer brand strategy	P✓
	• Continue our focus on increasing employee/service provider satisfaction	✓
	• Measure and report on staff diversity at VHA	➤
	• Ensure accuracy in our workforce data and better understand dynamics related to inactive new hires	✓
	• Expand our recruitment efforts and increase our hires by 25%	P✓
	• Develop a workforce planning framework and sustainability plan	P✓
	• Enhance orientation program for supervisors including mentoring and coaching	➤
	• Simplify and streamline vacation request process	➤
	• Increase number of volunteers who are actively engaged and explore additional programs that they can support	✓

DEVELOP AND LAUNCH EMPLOYER BRAND STRATEGY Project work was largely completed but the new brand launch will carry forward to 2021. An Employee Value Proposition was developed and confirmed. *Leading with Purpose - Bonds that Matter – Empowered Everyday*. A VHA story telling contest identified brand ambassadors to participate in the launch in 2021.

CONTINUED FOCUS ON INCREASING EMPLOYEE/SERVICE PROVIDER SATISFACTION Throughout 2020, all VHA leaders have been focused on maintaining engagement levels during the challenge of COVID-19 and have provided support on those issues which matter most to staff and service providers. The results of a year-end survey indicate a significant increase in overall satisfaction rates, an impressive result given the challenges of COVID-19 and a testament to how hard the entire VHA team has worked to support our workforce. 92% rated VHA as an excellent/very good/good place to work.

MEASURE AND REPORT ON STAFF DIVERSITY AT VHA This deliverable was amended and realigned with our Anti-Black Racism work. An Anti-Black Racism Action Group has been formed and is focused on 4 key areas – Advocacy, Policy & Communication, Education & Training and Data Collection & Reporting. The data collection sub-group developed an action plan for diversity surveying and reporting. The team is currently engaged in a literature review and is targeting April 2021 for the survey launch.

ENSURE ACCURACY IN OUR WORKFORCE DATA AND BETTER UNDERSTAND DYNAMICS RELATED TO INACTIVE NEW HIRES This work has been completed. As part of COVID planning/recovery, we continue to utilize enhanced reports to illustrate leaves of absence/inactive status and projected return to work.

EXPAND OUR RECRUITMENT EFFORTS AND INCREASE OUR HIRES BY 25% Year-end results reflect an overall decrease of approx. 30% as compared to 2019, primarily due to the pandemic. However, the recruitment team is proud to report that they were able to onboard close to 600 new hires. The team was able to pivot quickly in response to the pandemic to ensure physically distanced or remote screening, interviewing and onboarding of all applicants, and the majority of our orientation program was moved on-line.

LEGEND: ✓ Achieved; P✓ Partially Achieved; ➤ Carried over to 2021

DEVELOP A WORKFORCE PLANNING FRAMEWORK AND SUSTAINABILITY PLAN As part of COVID business recovery, we built on the personal support scheduling optimization work completed in 2019. Our areas of focus were: 1) Knowing service demand & forecasting; 2) Knowing capacity & related drivers; 3) Using drivers to grow capacity to match demand; and 4) Restricting volumes in the least disruptive way. This work will continue in 2021 as we refine our business intelligence tools.

ENHANCE ORIENTATION PROGRAM FOR SUPERVISORS INCLUDING MENTORING AND COACHING This work was delayed and will be carried over to 2021. We instead relied on enhanced senior leader communication with supervisors along with coaching/learning tools provided within the 'Harvard Mentor Manager' program and 'Blue Ocean Brain' micro-learning. We also ran a focused health & safety workshop for new supervisors and provided 'Beyond Engagement' learning for new VHA leaders.

SIMPLIFY AND STREAMLINE VACATION REQUEST PROCESS A new vacation payment process involving prepaid cards was presented to the labour management committee and discussions are continuing. The implementation of a tracking system will be implemented in 2021.

INCREASE NUMBER OF VOLUNTEERS WHO ARE ACTIVELY ENGAGED AND EXPLORE ADDITIONAL PROGRAMS THAT THEY CAN SUPPORT We successfully maintained the number of volunteers throughout 2020 who were engaged throughout the pandemic in a unique program involving mentoring support for virtual care as well as programs involving packaging and delivering personal protective equipment.

LEGEND: ✓ Achieved; P✓ Partially Achieved; ➤ Carried over to 2021